



LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH  
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Director

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December 4, 2012

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.  
Director

SUBJECT: **STATUS REPORT ON THE IMPLEMENTATION OF THE INTEGRATED  
BEHAVIORAL HEALTH INFORMATION SYSTEM**

The purpose of this notice is to provide your Board with the attached Status Report on the progress of the Integrated Behavioral Health Information System (IBHIS) under County Agreement No. 77676 with Netsmart Technologies, Inc. (Netsmart). Netsmart will provide and implement an Electronic Health Record (EHR) system that will enable the Department of Mental Health (DMH) to meet the federal and State mandates associated with health care reform and to meet County's Strategic Plan goal to achieve a seamless electronic exchange of selected health and human services data across County providers.

As mentioned in our last Status Report, dated October 29, 2012, we are providing the Board with a copy of DMH's standard Status Report for the month of September 2012, which provides comprehensive summary information regarding the state of the IBHIS project. Subsequent reports will be provided on a quarterly basis in the same format. The next Status Report will be provided to the Board on January 31, 2013.

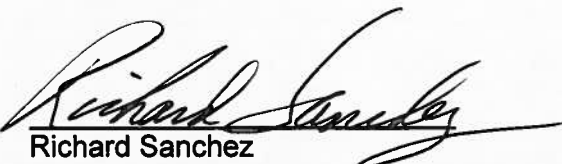
If you have any questions or need additional information, please call me at (213) 738-4601, or your staff may contact Robert Greenless, Ph.D., DMH Chief Information Officer, at (213) 251-6481.

MJS:RK:MM:RG

Attachment

c: Health Deputies  
Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel  
Contracts Development and Administration Division, DMH

REVIEWED BY:

  
Richard Sanchez  
Chief Information Officer

12-12-12  
Date

**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF MENTAL HEALTH**  
**PROJECT STATUS REPORT**

**A. General Information**

<b>Project Title:</b> Integrated Behavioral Health Information System (IBHIS)	
<b>Reporting Period From:</b> September 1, 2012 <b>To:</b> September 30, 2012	
<b>Prepared By:</b> Adrina Moreno - IBHIS Project Manager	<b>Date Prepared:</b> October 31, 2012

**Project is:** ☐ on Schedule ☐ ahead of Schedule ☒ behind Schedule

**B. Contract Expenses**

<b>Agreement Total</b>	<b>Total Contract Amount Expended (paid to date)</b>	<b>Percentage of Total Contract Amount Expended</b>
\$93,316,793	\$11,017,606	11.81%

**C. Current Activity Status**

- Netsmart has established the County's Hosting Environment with the exception of the installation of the dedicated network circuit at Internal Services Department (ISD). It is in progress but behind schedule because of permit requirements in non-County jurisdictions. The installation is expected to be completed by November 30, 2012. Netsmart has issued a Notice of Delay and DMH has executed a Change Notice to allow additional time for Netsmart's installation of the dedicated network.
- As noted in the previous status report, County and Netsmart have begun analyzing the Detailed Work Plan to identify adjustments to the scope, schedule and resource allocation required for system hosting, application delivery, System configuration, integration with other systems, software customization, testing, training, data conversion, system cutover, and the full deployment and support for all DMH users. The results of this analysis will be incorporated into a revised Detailed Work Plan.
- Configuration activities remain in progress but behind schedule. As noted in the previous status report, the County's existing billing and claiming operations and claiming system are very different than Netsmart's system. The configuration and workflow decisions required to configure IBHIS have required more time than the original Detailed Work Plan anticipated. The project team extended the baseline date for completing configuration activities. As noted above, the Detailed Work Plan will be revised accordingly.
- County and Netsmart are currently reviewing gap analysis results from the earlier in-depth review of County's functional and technical requirements set forth in the IBHIS Agreement. The results of this review will identify functionality that may require further analysis to determine how County's requirements will be met.
- DMH is in the process of identifying staff that will train DMH end-users and participate in module and integrated testing.

- DMH has begun assessing space and equipment needs for Pilot 1 Directly Operated sites that are participating in implementation testing tasks.
- DMH is assessing IBHIS integration with ADA software currently used by DMH visually impaired staff.
- Netsmart and County continue eCAPS check write file analysis for integration development and are continuing overall interface development activities.
- Credentialing system interface analysis continues. The benefit of such an interface may not justify the resources required to deliver it at this time. It is probable that it will be postponed until well after Pilot 1.
- Continuing reports and forms identification, collection, and assessment and analysis activities.
- DMH IBHIS Business Analysts continue to provide IBHIS demonstrations to DMH staff to facilitate participation in configuration activities. To date, three hundred (300) DMH Subject Matter Experts (SME) have participated in these demonstration sessions.
- Finalizing IBHIS Conversion Plan.
- Continuing to clean and extract, not always in that order, data from the IS (current system) in preparation for data conversion testing.
- Continuing Medical Record Chart Scanning and Indexing planning activities. There remain questions to be resolved about the scope of the initial scanning effort.
- Continuing weekly Project Director/Project Manager (PD/PM) Status Meetings.

## D. Change Requests

*List any Change Requests that could potentially change the project schedule, budget and/or scope.*

Change Order #	Description	Created Date	Status
DMH 1	Delay of final date for Detailed Work Plan to 2/3/12	12-13-11	Closed
DMH 3	Election of the OrderConnect Application Software	11-30-11	Closed

## E. Significant Accomplishments for Current Period

- DMH Project Director (PD) held a Town Hall Meeting in September 2012 to explain the rationale behind the IBHIS project and the expected impact of IBHIS configuration decisions on future operations. Information was provided on the availability of basic PC skills training in preparation for IBHIS. A question and answer period was held and responses to all questions will be committed to writing and posted on the DMH IBHIS Project Communications site for DMH employees.
- Netsmart staff is configuring County's Hosting Environment for Training, Testing, and Development environments and are creating dictionaries, master tables, customized assessment forms, treatment plans, and progress notes. Sessions are scheduled in October for DMH to review clinic operations and clinical configuration decisions using DMH values to review billing and claiming functionality in preparation for configuration development sessions.
- Netsmart's Conversion Programs were delivered to County for review and approval.
- County submitted recommendations for Pilot 1 Directly Operated sites for IBHIS Steering Committee approval. Testers from these sites have volunteered to assist with module and integrated testing activities and will attend IBHIS demonstration, testing and training activities.

## **F. Planned Activities for Next Period**

- Netsmart and DMH to continue analysis of Detailed Work Plan to identify schedule adjustments in order to formally revise the Detailed Work Plan.
- DMH to continue to facilitate Netsmart's understanding of DMH business practices and to enhance DMH's familiarization with IBHIS functionality in support of configuration activities.
- Continue Avatar Configuration Tool (ACT) activities.
- Continue configuring DMH Test Environment.
- Continue providing IBHIS Demos to DMH staff to support configuration activities.
- Begin developing module test scripts.
- Netsmart and DMH to review system functionality based on initial configuration setup.
- Continue reviewing functional and technical requirements gap analysis results.
- Continue reports and forms collection, assessment and analysis activities.
- Continue existing development activities for eCAPS interfaces.
- Finalize IBHIS Conversion Plan.
- Continue Data cleansing and extraction activities in the current system in preparation for Conversion and Conversion testing.
- Continue IBHIS related Medical Record Chart Scanning and Indexing activities.
- Continue PD/PM (PD/PM) Status Meetings.
- Review submitted change requests in accordance with IBHIS Change Control Management Plan.
- Continue on-going project planning meetings, such as configuration, conversion; risk; issues; training; and testing.
- Continue testing site preparation activities for selected Pilot 1 sites.
- Continue ADA software assessment activities to ensure existing ADA software will integrate and work with IBHIS software.
- Post answers to employee's questions asked in the September Town Hall Meeting to the IBHIS Intranet for DMH employee access.

## **G. Critical Issues**

- Netsmart has established the County's Hosting Environment with the exception of the installation of the dedicated network circuit at ISD. It is in progress but behind schedule because of permit requirements in non-County jurisdictions. The installation is expected to be completed by November 30, 2012. Netsmart has issued a Notice of Delay and DMH has executed a Change Notice to allow additional time for Netsmart's installation of the dedicated network.
- Configuration activities remain in progress but behind schedule. There are vast differences between County's existing billing and claiming system and operational workflow and Netsmart's system. IBHIS configuration and workflow decisions for billing and claiming have taken approximately three (3) months longer than anticipated in the current Detailed Work Plan. The Detailed Work Plan will be revised accordingly so that anticipated dates for testing, training and cutover can be adjusted. See Risk ID 17 for further details.
- Vacant positions, most critically in the integration team, continue to be a drag on progress. There is work in progress to fill the vacant items and, where that continues to be exceptionally difficult, to acquire contract resources.
- The data cleaning effort in the current system continues to be resource-constrained and of a scope and volume beyond original expectations. It is possible that this may impact the planned beginning of Conversion testing in October 2012.
- Efforts to secure additional training space, particularly in north and south County, have so far been unsuccessful. This work continues and new options have been proposed that are being explored.

## H. Risk Update

All risks associated with the project are documented under the County's Project Management Methodology (PMM). Risks categorized with **Probability of High**, **Impact of High** and a **Timeframe of Short** will be listed in this section of the Project Status Report

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
3	DMH lacks sufficient Training Room sites in relation to its service areas. Status - DMH has initiated discussions with County representatives to develop training sites throughout the County.	☒	☒	☒	Mitigate
4	Basic Skills Readiness Status – Work continues to provide tools and resources to prepare staff to use PC's.	☒	☒	☒	Mitigate
17	Finance Leadership and Implementation Resources for IBHIS Implementation Activities Status – DMH has initiated discussions with Netsmart for Professional Services to bring in added support in this area.	☒	☒	☒	Mitigate
21	Potential Delay in Delivery of Key Conversion Deliverables, 9.2 Develop Conversion Programs, 9.3 Data Conversion Test, and 9.4 Conduct Conversion. Status – Scope of initial Conversion being reviewed to identify opportunities to bring these tasks in line with the resources available to do them.	☒	☒	☒	Mitigate
23	Unidentified Business Process Owner for CSI State Reporting Status – Current efforts are still focused on identifying a DMH business lead for CSI Data/State Reporting. The Office of Clinical Informatics is currently acting as the interim business lead for any inquiries regarding CSI.	☒	☒	☒	Mitigate
26	Potential delay in starting Task 9.3 – Data Conversion Test (Conduct Test) as scheduled.	☒	☒	☒	Mitigate

### Explanation of Categories:

- Probability (High): Most certainly or very likely to occur.
- Impact (High): Significant impact to project scope, cost or schedule which is likely to threaten and undermine project completion.
- Timeframe (Short): A three (3) month or less estimation as to how long the risk will be relevant.
- Response (Mitigate, Watch, Accept): Resolve through mitigation, watch to monitor development, or accept and develop a contingency plan.